

# PPEA Proposal

March 9

# 2009

**Proposal to Operate an Outdoor Environmental and Experiential  
Education Center and/or Related Facilities to Serve the Citizens of  
Northern Virginia**

**Submitted by:**



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# **1. An executive summary of the proposed uses of Hemlock Overlook Regional Park**

## **Proposed Uses**

- Team Development, Leadership Training and Ropes Course Facility
- Environmental Education and Primitive Teachings Education Center
- Base Camp for Outdoor Adventure Programming
- Overnight Programming Facility- both onsite and base camp for offsite
- Summer Camp Programming Facility
- Advanced Training Conference Center for Professional Development

## **History of Adventure Links**

Adventure Links was founded on the premise that many of the world's most critical lessons are learned outside the confines of classroom or conference room walls. Lighting the fire of environmental literacy, preservation ethics, stewardship, and confidence in oneself inspires the driving principles behind our initiative to touch lives and impact positive change. Adventure Links is the life passion of Anna and Austin Birch who, together, bring over 30 years experience in experiential education, outdoor adventure, and team development training. They have built a professional and forward thinking outdoor and experiential education program that has provided an inspiring platform for participants, staff and professionals to fully access their potential and build authentic and engaged communities.

Adventure Links is a locally owned outdoor education, team development and leadership training company that has been serving youth, families, and adults in Northern Virginia and the greater area since 1997. In our twelve years of operation, Adventure Links has organically yet strategically grown in its ability and capacity to serve this demographic by offering a diversity of experiential and environmentally rooted programming for public and private schools, corporations, professional groups, universities, community and service groups, government, and military groups. Additionally, Adventure Links provides an extensive Summer Camp program appealing most prominently to the local and state demographic. Using ropes course, leadership training, and environmental / outdoor education mediums, Adventure Links currently provides approximately 15,000 user days annually.

## **Capacity to Serve as Turnkey Operator of Hemlock Overlook**

Adventure Links is professionally positioned, programmatically equipped, and administratively prepared to serve as a turnkey operator of Hemlock Overlook for the Northern Virginia Regional Park Authority (NVRPA). Adventure Links brings the business strategy, marketing fortitude, and administrative leadership to deliver a comprehensive, professional, environmentally responsible, and scalable use of Hemlock Overlook Regional Park. In addition to the distinctive capacity to serve the current clientele and programmatic depth at Hemlock Overlook, Adventure Links brings an extensive expansion of environmental and educational programming not currently offered. Adventure Links' scope of programming and commitment to consistently maintaining high quality relationships and program delivery will serve to further support, advance, and broadcast the mission of NVRPA. Adventure Links is networked locally, regionally and nationally serving to dramatically expand the outreach capacity of NVRPA.

### **Administrative Capacity**

Building a highly effective, engaged, competent and autonomous leadership team has been a strategic focus of Adventure Links. The realization of growth, professional staff processes and training and the agility to effectively respond to our client's needs are the outcomes of this deliberate focus. Our Administrative Leadership team currently consists of the following positions:

- President of Strategy /Corporate Development Director
- VP of Finance
- VP of Strategy and Marketing
- VP of Operations
- Contract Program Director
- Staff Director

### **Timeline Capacity**

Adventure Links has the ability to transition as the operator of Hemlock Overlook at NVRPA's earliest convenience. With our local office location and extensive experience working with the constituent base, Adventure Links can implement an off-site management of the transition immediately following the award of partnership with NVRPA. To minimize lapse in program delivery, negative publicity concerning the closing of Hemlock Overlook and to maximize customer service and communication, Adventure Links has proposed a specific strategy to most effectively manage a professional transition in Question 12.

### **Staffing and Training Capacity**

Adventure Links has been successful in establishing a positive and prominent industry reputation which has been instrumental in recruiting highly qualified candidates for employment. Additionally, Adventure

Links has cultivated positive relationships with over 30 national university programs specializing in outdoor and environmental, and experiential education. At Adventure Links we hire staff members that are motivated to lead youth in the outdoors and we offer them extensive training in all aspects of adventure programming. This provides them confidence and competence to deliver positive and influential experiences for our clientele. Staff receive technical training in a wide range of outdoor pursuits to ensure that they can effectively lead groups in a safe and professional manner. In addition, staff members receive on-going coaching and evaluation to help develop their facilitation and leadership skills. As their skills develop, staff are driven to take ownership of programs they lead and the curricula they teach. Continual learning, innovation and personal development are critical components of our staff culture. It is within our strategic business plan to develop Adventure Links as an industry training destination for high level and technical training. Additionally, Adventure Links is an American Camp Association (ACA) accredited program and would maintain that accreditation at Hemlock Overlook.

A member of the Adventure Links' administrative team will be attending and receiving certification in April 2009 as an Association for Experiential Education Accreditation Reviewer. This process will not only provide Adventure Links further programmatic excellence but also expand our opportunities to collaboratively work with other entities in their pursuit of innovative and technically sound programming throughout the country.

Research and publications are also within the scope and objectives of our vision for establishing ourselves as a leading training and development center for both our staff, industry members, and the corporate world. Our VP of Strategy and Staff Director are working closely and deliberately to mobilize these efforts.

With our influential staff development, professional culture, programming opportunities and administrative leadership we have seen an increase in our return staff rate far exceeding industry standards. This high rate of return reduces cost of hiring and training while increasing the value and quality of programming. This has also affectively increased our return program client rate and increased our user day value per client as they want to increase their programming days and users.

## **Client Capacity**

As demonstrated in the proposed use, the demographic served and the strategic partnerships described in the remainder of this proposal, Adventure Links currently provides high quality services to a diverse and great number of clients. The majority of this client base is within the jurisdiction of NVRPA. However, we have simultaneously built a model to scale quality programming beyond this region and reach other communities and other nations with the high impact programs we deliver. All of which positively represents the partnership of Adventure Links and NVRPA.

In addition, the cross marketing potential could yield notable results for the use of Hemlock Overlook as well as further the awareness of other park resources managed by NVRPA.

## **2. A description of how the proposed uses will serve the citizens within NVRPS's member jurisdictions and how it will further the mission of the Park Authority.**

*\*See Appendix A for Specific Descriptions of Proposed Uses*

### **Long Term Relationship with Public Entities and Strategic Partnerships**

In addition to the thousands of area clients served, Adventure Links has built and maintained positive and long term relationships with many of the entities that serve the visitors to the many parks in NVRPA. By offering consistent, professional, and high quality programming, we have exponentially marketed the message and awareness of local opportunities for youth and adults. We have offered thousands of area residents access to our programming through the strength of and commitment to our strategic partner relationships. A few of these key area partners include:

- Fairfax County Park Authority- 2000- present
- Loudoun County Parks and Recreation- 2002- present
- Arlington County Parks and Recreation- 2000- present
- Arlington Mill Community Center- 2007- present
- Falls Church Parks and Recreation- 2005- present
- Reston Association- 2001- present

### **Adventure Links' Strategic Vision and Alignment with NVRPA Mission**

It is the vision and strategy of Adventure Links to be defined and recognized as the preferred and premier provider of outdoor, experiential and educational programming in Northern Virginia. The location of Hemlock Overlook and the demographic of the Adventure Links' clientele are an ideal match to optimally maximize service to NVRPA's Member Jurisdictions. One of the core values of Adventure Links is to create programs that increase the environmental literacy of participants and skillfully guide the appreciation, discovery and advocacy for our natural world. We feel very fortunate to have such a powerful platform to gain the attention of our participants while simultaneously promoting health, contentment and compassion through carefully designed and high impact experiences. It is our goal to lower the barriers for youth and adults to experience the outdoors and ignite dialogue, passion and advocacy for the environment and oneself. This outreach will expand the ability of NVRPA to bring new users to park facilities. We feel that our values, strategy, vision and programs are in direct alignment with the mission and strategy of NVRPA.

## **How Proposed Uses Serve to Advance and Support Mission of NVRPA**

### **Team Development, Leadership and Ropes Course Programming**

Adventure Links designs and delivers custom team development, leadership and ropes course programming as a core component of our company. It is important to note that the current offerings at Hemlock Overlook are well within our scope of competence. We have the ability to construct, develop, maintain and provide operational excellence in the risk management, safety and program quality to

NVRPA member jurisdictions. We predominantly serve the demographic of the NVRPA constituents and provide access to a great variety of groups, individuals, and families. Additionally, the current marketing fortitude we have created will serve to further deliver the message of NVRPA and increase the use of its facilities.

### **Environmental Education and Primitive Teachings**

Adventure Links has responded to the interests of teachers and organizations to design and provide environmental, experiential and culturally accurate programs that connect participants to the natural world. Our staff successfully engage participants by crafting dynamic programming that captures and maintains students' attention. These programs have become critical field studies curricula to many area school systems. We would also propose the development and construction of a Native American Interpretive History Site to support County SOL curricula and foster environmental, historic, and cultural awareness for the community. We have dedicated and specialized educators on staff to develop and deliver these interactive and highly desired programs. We have witnessed a significant demand over the past few years for this programming, directly in alignment with our vision.

### **Base Camp for Outdoor Adventure Programming**

The appeal, invigoration and impact of high adventure programming clearly affect those who have a profound and safe experience in the outdoors. Adventure Links utilizes outdoor adventure programming as a medium to capture participant's attention and ignite a spark of adoration for the resources of the outdoor environment. In addition to making these types of programs accessible to the people of Northern Virginia, we have partnered with national organizations to expand our reach in attracting people to Virginia for an adventure experience. Providing an authentic, safe, and adventurous experience has laid the foundation for clients to return year after year.

### **Overnight Programming- both onsite and offsite**

Providing the organizations, school groups and professional groups of Northern Virginia an area resource to provide dynamic and multi-day programming is a phenomenal asset of Hemlock Overlook Regional Park. It is the goal and strategy of Adventure Links to increase the visits and encourage multi-day programming to area organizations. We have seen that multi-day programming has a clear positive effect on the average revenue per user day, profitability, and customer satisfaction of programming. Historically we have utilized other area conference centers to provide the type of facility offered at Hemlock Overlook. We would be delighted to concentrate this usage to Hemlock Overlook Regional Park.

### **Summer Programs**

Adventure Links is a leading provider of area youth summer programs working extensively with Northern Virginia youth- a high percentage of which are Fairfax County residents. Our summer programs have gained the attention and confidence of local families. With this confidence, we are able to provide opportunities beyond Adventure Links for our families to steward land, engage in positive outdoor experiences, and gain a "road map" of opportunities in the natural world. Strategically working with

NVRPA will articulate the message and vision of park awareness, provide a marketing platform for more visits to NVRPA parks, and nurture a compelling and actionable attitude of stewardship and connection.

Countless parents, community organizations, and youth of Northern Virginia have benefitted from the summer program offerings of Adventure Links. Expanding this scope to provide a location more central to our clients would further both the mission of NVRPA and Adventure Links. Additionally, Adventure Links is a specialty provider of adventure and team development services to numerous area camps and organized summer programs.

### **Advanced Training Conference Center for Professional Development**

Establishing and developing an Advanced Training Conference Center is one of the strategic initiatives integral to the next phase of Adventure Links. The following aspects of this business strategy directly support the strategy and mission of NVRPA:

- We would strategically position and establish Hemlock Overlook as a training facility for industry leading, advanced training for the field of Outdoor Education
- This would set apart NVRPA and Hemlock Overlook Regional Park as not only a facility, but a training ground for the advancement of experiential, adventure, environmental, and outdoor education
- Continue to establish partnerships with leading Outdoor Education Universities, local camp programs, and educational institutions to continually increase the value and professionalism of outdoor and experiential education

Current and Potential partnership opportunities to include:

- American Canoe Association
- Association for Experiential Education
- National Universities offering Experiential and Outdoor Education Course Study
- Children and Nature Network
- SOLO (Stonehearth Open Learning Opportunities)
- Area camps seeking instructor trainings and certifications
- American Mountain Guide Association
- American Red Cross and American Heart Association

### **Other**

#### **Food Service**

We propose to explore a partnership with the current catering and food service offered by NVRPA as a potential food service provider for the clients of Adventure Links at Hemlock Overlook.

#### **Training and Professional Development Service Provider for NVRPA**

It is within the scope of Adventure Links to provide professional, comprehensive, and interdepartmental team trainings to the staff and leaders within NVRPA.

#### **Cross Marketing Partner**

Adventure Links has an established and highly targeted local, regional and national online marketing presence that has provided the platform for expansion, awareness, and strategic



growth. We continue to grow this prominent and effective marketing avenue through careful attention to trends, guidance from professional search engine consultants, agility in the online marketing space, and improved analysis of data.

### **3. Legal structure**

The corporate name of Adventure Links is Vaspac, Inc. and the dba is Adventure Links. The legal structure of Adventure Links is an S-Corporation co-owned and operated by Anna and Austin Birch. Adventure Links is a certified Small Woman and Minority Owned Business. Anna and Austin Birch purchased Vaspac, Inc. in 1997. Vaspac, Inc. does not have any limited liability, joint ventures, or business partnerships affecting the governance of the corporation.

### **4. Biographical and Resume Information on Principals and Key Employees**

See attached- **Appendix B**

### **5. Contact Information for Adventure Links**

Anna Birch- President

Austin Birch- VP of Finance

Dave Boynton- VP of Strategy and Marketing

Adventure Links

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### **6. A description of the programs and operations proposed for the park and the Environmental and Experiential Content**

#### **Environmental and Experiential Content**

The foundational premise of all instruction at Adventure Links is educational. Staff are well informed of this driving principle during the application process and throughout their training and performance reviews. The majority of our staff are recruited from universities with a specific Outdoor Education department and dedicated major. Introducing and guiding youth, adults, teams, organizations, professionals and families through positive, authentic, and inspiring outdoor experiences is the fundamental and driving principle in all uses proposed for Hemlock Overlook Regional Park.

#### **Environmental Stewardship**

Our driving dedication to the environment and ability to communicate a positive message consistently inspires us, as well as our clients, to give back. An integral part of our programs is "Leave No Trace" principles that mirror our respect for the outdoor spaces we visit. These practices are reinforced through

our stewardship programs, including Environmental Stewardship Adventure Days. The combination of active engagement in stewardship and commitment to maintaining our company practices and beliefs have molded a strong foundation for environmental stewardship that continues to grow. Hemlock Overlook, with its many outdoor resources, is an ideal site for visitors to give back while gaining a respect and appreciation for the power and fragility of the environment.

## **2009 User Day and Revenue Projections**

### **Adventure Links projected user days for 2009**

#### **Summer Camp**

- Day Camp estimated user days= 6040
- Overnight Camp estimated user days= 1400
- Expedition Camp estimated user days= 546

Total estimated Summer Camp user days= 7986

Total estimated Summer Camp revenue= \$647,381

Estimated average summer user day value= \$81.06

#### **Contract Programs**

- School Groups estimated user days= 4313
- Community, Scout, and Youth Groups estimated user days= 447
- University estimated user days= 478
- Professional and Corporate estimated user days= 800

Total estimated Contract Programs user days= 6038

Total estimated Contract Program revenue= \$392,470

Estimated average summer user day value= \$65.00

**Total estimated combined user days= 14,024**

**Total estimated revenue= \$1,039,851**

**Estimate average program user day value= \$74.15**

### **Current Hemlock User Day Amounts**

#### **Contract Programs**

- School Groups estimated user days= 16,000
- Community, Scout, and Youth Groups estimated user days= 3,650
- University estimated user days= 1,200
- Professional and Corporate estimated user days= 1,800

**Total estimated user days= 22,650**

**Total estimated revenue= \$1,199,000**

**Estimated average user day value= \$52.94**

## **Estimated Revenue and Client Retention Considerations**

An effective turnkey process is necessary for the partner to retain the highest percentage of current clientele utilizing Hemlock Overlook. Even with a successful transition some attrition will be expected due the hesitancy of any clientele during a transition. Additionally, accurate and complete client information will affect the ease and efficiency by which clients are informed of new management and their program opportunities at Hemlock Overlook.

Additionally, Adventure Links has a proactive and highly productive marketing presence and would immediately engage this process to deliver a positive and influential public message regarding the partnership with NVRPA and the secure future of Hemlock Overlook.

We have realized great results with our current marketing efforts. Only two months into fiscal year 2009, we have achieved 50% of our entire year's revenue projections and goals in secured contracts. Also, our rate of inquiries and subsequent conversions is significantly higher. We have seen a three year average increase in Contract Program revenue of at least 30%. Our user day value has also risen each year, generating a comparable increase in revenue by maximizing and proliferating current relationships with annuity programs like private schools and corporate groups.

## **Proposed Uses and Specific Data**

### **Team Development, Leadership and Ropes Course Programming**

#### **Program Descriptions**

- See Attached- Specific Descriptions of Proposed Uses- **Appendix A**

#### **Demographics**

- Schools- both Public and Private 2-12 grade
- Corporate, University and Professional Groups
- Community and Service Organizations
- Local, state, federal, and military organizations

#### **Daily Hours of Operation and Times of Year**

- The hours of operation are normally 8am-6pm. However, these hours are highly flexible based upon the needs and programming scope of the client. The specific length and content of each program directly informs the hours of operation.
- Times of year for programming: March- November

## **Environmental Education and Primitive Teachings**

### **Program Descriptions**

- See Attached- Specific Descriptions of Proposed Uses- **Appendix A**

### **Demographics**

- Schools- both Public and Private 2-12 grade
- Community and Service Organizations

### **Daily Hours of Operation and Times of Year**

- The hours of operation are normally 8am-6pm. However, these hours are highly flexible based upon the needs and programming scope of the client. The specific length and content of each program directly informs the hours of operation.
- Times of year for programming: March- November

## **Base Camp for Outdoor Adventure Programming**

### **Program Descriptions**

- On site- canoeing and kayaking
- Off site
  - Rock Climbing
  - Mountain Biking
  - Caving (Year Round capability)
  - Rafting
  - Backpacking and Hiking

### **Demographics**

- Schools- both Public and Private 2-12 grade
- Corporate, University and Professional Groups
- Community and Service Organizations
- National Providers of Outdoor Adventure Trips
- Local, state, federal, and military organizations

### **Daily Hours of Operation and Times of Year**

- The hours of operation are normally 8am-6pm. However, these hours are highly flexible based upon the needs and programming scope of the client. The specific length and content of each program directly informs the hours of operation.
- Times of year for programming: March- November

## **Overnight Programming- both onsite and offsite**

### **Program Descriptions**

- See Attached- Specific Descriptions of Proposed Uses- **Appendix A**

### **Demographics**

- Schools- both Public and Private 2-12 grade

- Community and Service Organizations
- National Providers of Outdoor Adventure Trips
- Local, state, federal, and military organizations

### **Daily Hours of Operation and Times of Year**

- The hours of operation are normally 8am-6pm. However, these hours are highly flexible based upon the needs and programming scope of the client. The specific length and content of each program directly informs the hours of operation.
- Times of year for programming: March- November

## **Summer Programs**

### **Program Descriptions**

- See Attached- Specific Descriptions of Proposed Uses- **Appendix A**

### **Demographics**

- Northern Virginia Residents with a high concentration of Fairfax County residents
- Parks and Recreation participants from Fairfax County, Loudoun County, Arlington County, City of Falls Church, Reston and Town of Vienna
- Area camp providers
- National and international database of summer program participants

### **Daily Hours of Operation and Times of Year**

- The summer hours of operation are 7am-6pm. However, due to the overnight portion of our summer programming, we have an emergency pager as a precaution. Our hours are driven by the specific summer program scheduling.
- Times of year for programming: Mid-May through early September

## **Advanced Training Conference Center for Professional Development**

### **Program Descriptions**

- See Attached- Specific Descriptions of Proposed Uses- **Appendix A**

### **Demographics**

- Educators, trainers, outdoor guides, and facilitators
- Career path Outdoor Education Majors
- National and International Associations promoting outdoor and experiential education
- Professional groups and service learning organizations

### **Daily Hours of Operation and Times of Year**

- The hours of operation are normally 8am-6pm. However, these hours are highly flexible based upon the needs and programming scope of the training program. The specific length and content of each program directly informs the hours of operation. The above training programs often encompass several days where staff and personnel remain available on a multi-day programming basis.
- Times of year for programming: Year Round

## **7. Proposed new Facilities or Enhancements**

### **Short Term**

#### Current Assets of Adventure Links to Provide Enhancements:

- Tent platforms, bunk beds, and mattresses to expand overnight capacity and options for clients
- Additional support buildings for necessary storage and equipment repair
- Extensive support equipment for facility and programming
- Teepee- providing both a programming area as well as overnight and winter camping option for groups

Projected cost to transport assets and re-construct on site: \$20,000-\$25,000

#### Procedural Implementations to Provide and Secure Enhancements:

- Implementation of Green and Environmental practices and design in building and maintenance of current program facility
- Relationships with area scout associations to promote on site stewardship and service learning projects
- Preventative maintenance schedule to secure longevity of current facility

#### Ropes Course Enhancements:

- Current Asset of Adventure Links- Corporate Portable Team Building Trailer:
  - \$25,000
- Continued growth, maintenance, inspection and enhancements to current set of low and high ropes course elements
  - \$2000-\$5000 annually depending upon needs

### **Long Term**

- Native American Interpretive Culture Center proposal
  - Grant funded
- Long term facility and escrow fund to support the upgrades of physical structures on site
  - \$5,000- \$10,000 per year
- Lodge and dormitory upgrades
  - \$100,000-\$250,000 as Operational Budget Allows

## **8. A project financing plan and availability of funding**

All above short term facility projects can be readily managed and funded through the current Adventure Links operational budget. As a company, we have made it a focus and strategy to avoid leveraging through debt and have funded all large capital projects and investments through our operational budget capacity.

However, Adventure Links has also placed \$500,000 into a liquid and immediately available cash fund in the event our capital needs exceed our operational budget.

## **9. Financial Statements to extent available**

See Appendix C- Multi-Year Profit & Loss Statement

## **10. A non-binding estimate of the annual total gross revenues and total operating expenses**

### **Annual Total Gross Revenue Estimate**

#### **Adventure Links projected gross revenues for 2009**

##### **Summer Camp**

Total estimated Summer Camp revenue= **\$647,381**

Estimated average summer user day value= **\$81.06**

##### **Contract Programs**

Total estimated Contract Programs user days= 6038

Total estimated Contract Program revenue= **\$392,470**

Estimated average contract program day value= **\$65.00**

**Total estimated combined user days= 14,024**

**Total estimated revenue= \$1,039,851**

**Estimate average program user day value= \$74.15**

#### **Hemlock Overlook Fiscal Year 2008 Gross Revenues**

Corporate      **\$296,022**

School          **\$565,708**

Community     **\$217,466**

University      **\$51,357**

**Total            \$1,199,000**

#### **Fiscal Year 2010 Projected Gross Revenue**

Adventure Links Fiscal Year 2009 Gross Revenue Estimate: **\$1,039,851**

Approximate Hemlock Overlook Revenue/Client Retention of 70% for 2010: **\$840,000**

Conservative Fiscal Year 2010 Gross Revenue Estimate: **\$1,958,345\*\***

**\*\*Adventure Links conservatively estimates a 20% growth in Contract program sales for 2010 adding an additional \$78,494 to Fiscal Year 2010 Gross Revenue**

### **Fiscal Year 2010 Projected Operating Expenses**

Our operating expenses are not delineated in per proposed use, but the following Appendix D document provides a comprehensive estimated operating budget for Fiscal Year 2009 (Adventure Links only) and a second for the year 2010 with the addition of the overhead and expenses of Hemlock Overlook. Due to the timing of the proposal and subsequent assumption of operations date to be July 1, 2009 or later, we have provided an estimate for 2010 versus 2009.

Please refer to **Appendix D- 2009 and 2010 Projected Operating Expenses**

### **11. Identify and persons known to be obligated to disqualify themselves**

No such person or party.

### **12. A schedule beginning from the date of execution of an operating agreement noting the times required to start up and implement each of the programs/operations proposed.**

Adventure Links can immediately implement the initial stages of transition in our current off site, but local, office location. This will allow a period of study to most effectively launch the use of Hemlock Overlook. We believe that engaging a timely transition achieves the greatest retention of operational excellence and integrity of information from the current management staff at Hemlock Overlook. As well, the lapse in programming will be minimized. By responding to the needs of the clients and community with agility, the client confidence and high level of quality customer service is preserved and secured. We will coordinate the process of information transfer of operational practices of Hemlock and provide a professional, turnkey transition immediately following an award of partnership with NVRPA.

Adventure Links is prepared and positioned to execute the transition into managing operations immediately. We currently have a highly trained and effective administrative staff in place to assume all aspects of administration and operations including, but not limited to:

- **Client Management-** sales and proposals, customer service, contract execution
- **Office Management-** Adventure Links is prepared to, without pause, manage phone calls and execute business/office demands by simultaneously maintaining both office sites to assure that our current business and the transition to absorb Hemlock Overlook operations occur as seamlessly as possible. Over the course of two to three weeks, Adventure Links could establish an initial, functioning office site at Hemlock Overlook to effectively conduct, maintain, manage, and promote the programs.
- **Ropes Course and Team Development Execution-** Adventure Links will diligently schedule, pursue, and complete all necessary training on the current ropes course facility at Hemlock Overlook. Our directors and administrative staff are well trained in both ropes course management as well as many aspects of construction. With this foundation, we understand and can directly apply the necessary technical competence to safely operate and maintain the course at Hemlock. We have acquired advanced certification through the ACCT in Ropes Course Management and possess the skills, confidence and foundation to continue and advance this use



at the park. Depending upon the date of agreement, Adventure Links could execute an implementation of training immediately and would require approximately 20-30 training hours to effectively familiarize and receive training from the current technical operators of the course at Hemlock.

- **Staffing-** Adventure Links is currently hiring for all Spring, Summer and Fall positions and could scale this hiring to the degree necessary to effectively accommodate the operations and program contract execution of Hemlock's client base.
- **Summer Programs-** We are administratively positioned and to manage all off season demands of Summer Camp programming. We will implement our pre-designed training program that serves to train both summer and contract program staff.
- **Environmental Education, off- site Outdoor Education/Adventures, and Primitive Teachings-** Adventure Links is prepared to immediately implement and execute on the above programs. Over time, further developments and enhancements of the program are desired, but delivering high quality effective programming is feasible immediately. Based upon our current capabilities to deliver these programs at a variety of sites, the implementation and transition to the Hemlock site can occur rapidly and efficiently.
- **Advanced Training Conference Center-** The first set of offerings could occur as early as Fall 2009. Adventure Links is prepared to methodically and strategically grow this aspect of programming as a viable economic use of the Hemlock Overlook site. We have generated marketing methods to reach a local and national audience to attain the goal of an established and reputable training program within five years.
- **Equipment-** Adventure Links has the technical and support equipment necessary to support the above implementation of programming and operational management. We are financially positioned to obtain any additional technical equipment, support equipment, or supplies necessary to meet the program demands.

## Appendix A

### Specific Description of Proposed Uses

#### Program Descriptions

**Team and Leadership Development Programs** are a personal development platform for youth, adults and organizations. Many of the challenges people face are rooted in the ability to effectively communicate and successfully adjust to a role and voice within a group. Our Community Building programs provide a safe platform to engage in a decision making or physical challenge and be fully immersed in an atmosphere of discovery and reflection. The careful design of a positive challenge set before a participant builds confidence and widens their view of the world. A day of team development provides problem-solving and decision making challenges that the group must work together to solve and following each activity is a discussion of the lessons learned as a result. The resources for our team development programs are a low and high ropes course as well as several portable activities that can be assembled and put away at the end of a program.

**Primitive Teachings** are engaging lessons that demonstrate to children that their essential needs can be met with the resources in the natural world. They discover the hidden jewels of the forest and how they were used for survival during a much simpler period in our history. Lessons in friction fires, cordage, food, water, shelter building and tool making provide the backdrop to ignite curiosity and change a mental model that being outside is “uncomfortable.” The educational process allows participants to understand, at a much deeper level, the relationship and possibilities of positively interacting with the outdoors.

- Proposed development and construction and of Native American Interpretive History Site to support County SOL curricula and foster environmental, historic and cultural awareness and preservation
- Potential to offer interpretive training to other park staff or volunteers to expand the educational and programmatic base within the park jurisdictions
- Adventure Links has a nationally recognized leader of Primitive Teachings as an integral provider of Primitive Teachings programs. This team member has trained and inspired our staff, has built historically accurate long houses, and has provided creative and highly effective curricula to ignite interest and investment in the cultural and natural connection to the earth.
- Continue offer free Environmental Stewardship Programming to promote awareness and service-based learning
- Design and delivery of hands-on, dynamic environmental education for schools and youth groups

Our **Environmental and Outdoor Education** programs have been integral instruments to area private and public school classes. Teachers and administrators place the design, facilitation and implementation of engaging and creative environmental programs for their class trips and field studies in our hands. The consistent reactions from teachers are utter amazement that the lessons learned create such enduring and notable positive impact on their students and classrooms. Schools find that the Adventure Links programs have become a critical enhancement to their science and environmental curricula. Teachers and parents commend the clear, gentle and passionate delivery of the message of environmental responsibility our staff conveys. Activities included in our Environmental and Outdoor Education programs are: Orienteering, plant identification, Leave No Trace, Environmental Education Scavenger Hunts, and minimum impact camping. We also conduct off-site programming in water quality analysis to further support schools' science curricula.

As a direct result of the interactions we have with our participants, we continue to fill our Environmental Stewardship Days. These are events organized and implemented by Adventure Links whereby parents and children volunteer days out of their schedule to clean up the Shenandoah River, area trails and rock climbing sites. Participants work side by side with the Adventure Links' staff and end the day with a sense of pride and accomplishment that they dedicated hard work and time toward a natural area that was in dire need of attention and care.

**Outdoor Adventure Base Camp-** Adventure Links provides a variety of programming connected to our foundational program but does not specifically rely upon the facility as a program site. These include:

- Rock Climbing
- Kayaking, Canoeing and Rafting
- Mountain Biking
- Caving

The above programs are provided as both stand alone programming accompany any of the team development and leadership programs we facilitate. We provide introductory, intermediate and advanced instruction. The outreach for such adventure programs is vast and we serve a wide demographic of individuals and groups with the above outdoor adventure programs.

**Overnight Program Facility-** A strategic focus of Adventure Links client relationships is to elevate many of our single day programming options to multi day experiences. The impact of this focus has provided a more committed return rate of annual clients as well as a more comprehensive programmatic content.

Historically, we have provided our tent platform setting or have worked collaboratively with area conference centers to provide a variety of lodging options. It is our current strategy to target our audience and concentrate such use to one location- Hemlock Overlook. We provide a full service program design that encourages extended programming hours, highly satisfied customers, and further promotes the overall value of the experience.

**Summer Programs** at Adventure Links consist of an extensive and varied schedule of offerings available to the local, regional, national and international public. Beginning as a small summer program in 1997, we have grown to serve thousands of youth each summer and have a well established presence in Northern Virginia. We deliver a high quality, environmental and experiential summer program experience. Summer youth programming is delivered in a variety of options for parents:

- **Day Camp** with pick-up locations throughout Fairfax, Loudoun, and Arlington Counties- we work in close collaboration with all three counties to provide greater access to our programs
- **Overnight Camp**- predominantly off site with a variety of itineraries, leadership opportunities, and expeditionary style learning environment
- **Teen Expeditions**- two week expeditionary immersions traveling to specific destinations in the Eastern region of the United States. These programs provide a unique leadership, outdoor and character building opportunity for local, regional and international populations.
- **Training and specialty service provider** for area camps, organizations, and professional groups including all of the proposed uses for Hemlock Overlook.

**The Advanced Training Conference Center** is our vision to establish a mentoring and professional development program that provides outdoor educators, teachers, professional guides and experiential educators access to higher level training. We have begun a study period to explore the opportunities of launching a training institute and propose to develop this renowned training facility at Hemlock Overlook. This would serve to attract local, regional and national client participation and establish NVRPA, Hemlock Overlook, and Adventure Links as a recognized institute for training opportunities and professional resources. We are currently staffed to provide certifications in a variety of advanced wilderness medicine as well as kayaking through the American Canoe Association. Professional development trainings can include, but are not limited to: Introductory and Advanced Facilitation, Experiential Educators Training, Site/Safety/Risk Management Symposiums, Group and Behavior Management, Professional Staff Training, and Targeted Leadership Training. Such an institute would support the mission of providing a comprehensive training resource recognized and supported through strategic partnerships and endorsements.

## **Appendix B**

### **Biographical and Resume Information on Principals and Key Employees**

#### **Principals and Key Employees:**

Anna Birch- President and Founder

David Boynton- VP of Strategy/Marketing Director

Austin Birch- Founder, VP of Finance

Shelby Boynton- VP of Operations

Scott Fairley- Staff Director

Bethany Lowe- Contract Program Director

#### **Biographical Information**

##### **Anna Birch- President and Founder**

Anna Birch is the founder and President of Adventure Links. She has dedicated and constructed her entire adult life around roles as an experiential educator, program director, wilderness guide, and high level facilitator for youth, adults and corporations. Since 1997, she has lived her life's passion in cultivating Adventure Links as a learning organization that profoundly and positively impacts lives.

Understanding that the world is rich with learning opportunities and mentors, Anna has devotedly sought organizations, individuals, networks, and industry experts that continuously and generously contribute to Adventure Links to maintain forward and innovative thinking in business, programs and facilitation. This attitude has not only provided Adventure Links phenomenal access to a variety of professional networks and executive leaders, but has landed Anna on a variety of Executive Boards and leadership positions that have directly added value, integrity and inventiveness to the development of Adventure Links.

In addition to driving and developing Adventure Links, she has developed a sophisticated, yet lively executive facilitation style and engages in a continual pursuit to challenge the status quo of corporate team development and leadership programming. Anna has designed and delivered executive retreats, forum retreats, leadership summits, management workshops, and international learning events. She is always remembered for being able to propel the transfer of real world learning with humor, insight, targeted program design, and professionalism.

Anna is a certified climbing instructor through the American Mountain Guides Association and regains focus and grounds herself in the world of the vertical. She loves her company and the life it has created around her, but she lives for the legacy she inspires for her two daughters, Audrey and Autumn. She happily resides atop the Blue Ridge Mountains with her family.

## **David Boynton- VP of Strategy and Marketing Director**

David Boynton began working with Adventure Links in 2001 while enrolled as an undergraduate student at University of New Hampshire. Originally pursuing a degree in evolutionary biology, Dave changed majors after seeing firsthand the potential of experiential education to improve group relationships and strengthen personal confidence and growth. Since that pivotal realization, Dave has worked exclusively in the fields of Outdoor Education and Experiential Education.

He is currently attending a cutting edge program at Antioch NE pursuing a Master's of Business Administration in Organizational and Environmental Sustainability. Dave is in a continual pursuit of excellence, personal mastery, and consistently inspires others with his grounded value system, passion for this industry, and sound decision making protocol. When in the presence of David Boynton, all rise to a higher standard and achieve greater things than they originally believed possible.

Since returning to Adventure Links in 2005 to serve as the Program Director, Dave has made significant changes to the facilities, development, business plan, and methods that have greatly improved the quality of programming and he has had a profound and exponentially positive impact. Known by many for his fun loving and gregarious antics, Dave is a tireless worker and a firm believer in the philosophies and principles that form the foundation for Adventure Links. He relishes every opportunity to improve the world around him by helping to elevate both groups and individuals closer to their potential.

His greatest contribution is undoubtedly the staff that he leads. Dave has handpicked nearly every member of the Adventure Links staff and has taught a considerable amount, predominantly by example, to the rest.

## **Austin Birch- Founder and VP of Finance**

Austin was most profoundly inspired by the positive effects of the natural world when he embarked on a journey to Maine to be a professional whitewater rafting guide on the Penobscot River of Northern Maine. As fate would have it, he met his wife Anna on that very river, and together they have realized the dream of positively impacting thousands of lives by founding Adventure Links. Passionate, engaged, inquisitive and ceaselessly curious, Austin is driven to master, refine, and develop all aspects of his company. Equipped with this drive, Austin has implemented systems, initiated processes that produce a higher functioning business model, and works tirelessly to insure that Adventure Links stays alert and agile to our clients and technology.

Austin is able to propel the Adventure Links strategy by asking the tough questions and encouraging the pursuit of answers and innovations. With these skills, the systems and data to accompany growth have been set in motion.

When not using up each and every cell of an Excel document, Austin loves his time with his two daughters, Audrey and Autumn or can be found whitewater kayaking, making an arrowhead, or seeking powder on his snowboard.

## **Shelby Boynton- VP of Operations**

Shelby is pivotal, instrumental and critical to the efficient functioning of Adventure Links. She applies her field and real world industry experience to establish predictable, reliable and effective operations here at Adventure Links. She was a dedicated summer instructor for the company in 2001, was promoted to a

Director position in 2002, and returned in her current Administrative role in 2005 to manage and simultaneously simplify the operations of a fast growing company.

Shelby has an extensive background in the outdoor industry and she continually strives to improve our systems, access greater resources, and is a cornerstone for our Summer Program parents and clients to feel as if each one of them is her highest priority. She brings her skills in ropes course management, outdoor education, personnel management, and program design to set the Adventure Links experience apart.

Decisiveness, authenticity and the drive to consistently do what is right for the company are Shelby's most prominent assets here at Adventure Links. She drives the vision of this company forward with her integrity and unyielding commitment to provide the most profound and professional experience for our staff, our families, our school clients and our vendors.

### **Scott Fairley- Staff Director**

Scott Fairley started his outdoor career leading Adventure Links day programs and expeditions. His summer spent with Adventure Links as a young adult inspired him to seek advanced training, master technical skills, and embark on an educational pursuit to make this industry his passion and his profession.

He then went on to pursue a Degree in Outdoor Education from the University of New Hampshire. Since then he has gained invaluable experience in a variety of outdoor disciplines including: wilderness therapy, canoe and kayak guiding and most recently as teacher for a school based adventure program outside of Boston. The continual focus in all of these life and work experiences was a drive to validate, professionalize and advance this industry through educating and inspiring educators. Highly creative, technically disciplined and competent, Scott has been an advocate and a critical resource to achieve his goals for the staff here at Adventure Links. He brings field experience, a gentle leadership style and a commitment to excellence to his role within the company.

Returning to Adventure Links, the locale and company that first ignited Scott's passion for outdoor education, has been a rewarding endeavor for the company and the staff who experience his guidance. He is an asset to the community and the establishment of Adventure Links as a professional development institution guiding the way and elevating the standards for the industry.

### **Bethany Lowe- Contract Program Director**

Bethany graduated from the Whittemore School of Business and Economics at the University of New Hampshire with a Masters in Business Administration. Looking to apply her business background and passion for outdoor education to a worthwhile cause, she took a position with Adventure Links where she could help get younger generations to be active, healthy, and outdoors. Her combination of creativity, strong work ethic and appreciation for the outdoors help strengthen Adventure Links' presence in Northern Virginia.

Bethany has an unusual skill set of being creative and organized. Her contribution to the marketing

success of Adventure Links locally and nationally has been a critical asset to the growth and success of our programs.

With an interest in playing a more customer integrated role with the company, Bethany recently transitioned into the role of Contract Program Director to answer the many calls, inquiries and program requests that our intense marketing efforts created. She patiently and diligently works closely with each contract program customer to target their needs and provide a notable pre-program experience for each and every client. She has streamlined many internal and external systems which provide an extremely professional customer experience. Additionally, Bethany places the values and goals of Adventure Links as her highest priority and takes her position and influence within the company very seriously. Bethany's greatest strengths are that she is team-oriented, determined to exceed performance expectations, and she takes necessary initiative to focus her core value in pursuit of goals.



## RESUMES

### Anna L. Birch President, Adventure Links

#### EDUCATION

University of Minnesota  
BA- Child Psychology, BA English

#### WORK EXPERIENCE

##### **Adventure Links- Paris, Virginia 1997- Present**

President, Owner, and Director of Strategy for Adventure Links

- Vision and strategy design to propel and maintain aggressive annual growth
- Sales, design and delivery of high level client consultation
- Leader of the company's Executive Team
- Quarterly Strategic Retreat design and execution
- Strategic Partnership and networking Ambassador for Adventure Links

Professional and Executive Facilitator

- Executive Teambuilding, Retreat and Leadership Training Sales
- All phases of Corporate and Executive Client Management
- Client pre-program assessments and interviews
- High level executive program design and execution
- Post program Executive Summary Report and Analysis

##### **The Hill School- Middleburg, Virginia 1996-1998**

Assistant Teacher- 2<sup>nd</sup> Grade

##### **Notre Dame Academy 1994-1996**

Program Director and Advanced Placement English Teacher

Designed and implemented auxiliary high adventure, team development and educational program that brought outside revenue to a private high school. In addition, served as an interim Advanced level English Teacher and assistant coordinator of off-site student trips, adventure outings and facilitated all school annual teambuilding.

##### **Bloomsburg University 1993-1994**

Program Director

- Served as a Director Intern for an outdoor education and team development program
- Coordinated staff scheduling, training, program sales, program design, program proposals, insurance, and facilitation of a variety of outdoor and educational programs.

### **Camp Wekeela Summers 1989, 1990, 1991**

Adventure Trip Director, Department Head, Ropes Course Instructor and Residential Instructor

- Designed and delivered innovative, inter-departmental all staff teambuilding experience
- Trained staff in high ropes instruction, inspection and facilitation
- Designed and led multi day adventure trips for up to 80 campers per trip throughout New England

### **Santa Fe Public High School 1992-1993**

Special Education Teacher

High school cross curricular teacher of high risk, behavior disordered, adjudicated and learning different students.

## **LEADERSHIP and MEMBERSHIPS**

Executive Board of Directors Member 2008-2009 Term, 2009-2010 Term Entrepreneurs Organization

Business Advisory Board Member- Elizabeth Scott Consulting 2009-2010

LESA- Loudoun Environmental Stewardship Alliance- Steering Committee Member

Children and Nature Network- Organizational Member

Washington DC Entrepreneurs Organization Member- Entrepreneurs Organization (International Member since 2007)

- Monthly business strategy speakers, cutting edge presentations and access to resources to maximize business capabilities and apply results driven actions
- Global training, networking and leadership opportunities
- Access to international executive leaders

Global Leadership Conference (San Francisco, CA) attendee in 2008

Attending Global Leadership Conference May 2009 (New Orleans, LA)

Awarded membership for Leadership Loudoun Class of 2009- acceptance deferred to 2010

AMGA Professional Member

Association for Experiential Education (Organizational Member)

American Camp Association (Organizational Member, Accredited Organization)

Network of Entrepreneurial Women Member

## **CERTIFICATIONS and TRAININGS**

AMGA- Top Rope Manager Certified (Rock Climbing)

ACCT- Ropes Course Manager Certified

America Outdoors- Risk Management Review Certified

Attending Association for Experiential Education Accreditation Reviewer's Certification (March 2009) - will be then certified as an official AEE Accreditation Review Consultant

SWAM- Small Woman and Minority Owned Business Certified

Effective Facilitator Training- Leadership Strategies

Strategy Summit 2008- Executive Board of Directors Alignment symposium

American Red Cross- First Aid and Community CPR Instructor

Wilderness First Responder Certified

**David Boynton**  
**VP of Strategy and Marketing Director, Adventure Links**

**EDUCATION**

Currently enrolled in Antioch NE MBA Program- Organizational and Environmental Sustainability  
University of New Hampshire, Durham, NH May, 2003  
B.S. Kinesiology, Major: Outdoor Education Minor: Zoology

**WORK EXPERIENCE**

**Vice President of Strategy**

*Adventure Links* Fall 2005 to present

- Strategy: Work closely with Owners and Vice President of operations to evaluate, define, and adapt the Adventure Links Business Plan. Design and manage Executive and Administrative retreats
- Staff: Managed development, culture, and evaluations of staff and training. Manage training and development of Staff Director
- Contract Programs: Managed school, youth, and corporate group acquisition, program management, and proliferation. Managed training and development of Contract Program Director
- Marketing: Managed development of website, printed advertisement, and email campaigns. Managed training and development of Marketing Director
- Facility: Managed facility maintenance, new projects, ropes course inspection, maintenance and building. Developing new position of Facility Manager

**President, Co-Owner**

*Winnepesaukee Kayak, LLC.* Wolfeboro, NH April 5<sup>th</sup>, 2003- Fall 2005

- Administrative Responsibilities including creating website ([www.winnikayak.com](http://www.winnikayak.com))
- Created and implemented kayaking and rock climbing programs from recreational to instructor-training levels

**Adjunct Professor**

*HPER Department* Plymouth State University Fall 2004

- Developed curriculum, Instructor for Whitewater Kayaking Course, Paddling Fundamentals and Instructor for Teaching Assistantship for above course

**Teaching Assistantships**

*Kinesiology Department* University of New Hampshire Spring, 2003, Winter 2004

- Co-instructed college-level wilderness navigation course, winter backpacking and ice climbing

**President, Lead Instructor and Trainer**

*UNH Paddling Club* Durham, NH October 1999-September, 2003

- Trained instructors and trip leaders
- Developed organizational manual and implemented various trips and lessons including whitewater, sea, and surf kayaking, canoe, rafting, and river conservation.
- Developed fundraising strategies (grants, raffles, trip specials)

**Member of New England, New Hampshire and U.S. National Kayak Polo Team**

*New England Canoe Polo* Boston, MA September 2000-present

*United States National Kayak Team USA* April 2001-present

- Attended training sessions, sponsored team members
- Competed in national and international tournaments
- Hosted 2002 US National Tournament. Durham, NH
- Founded and Captain of New Hampshire team

### **Lead Instructor, Wilderness First Responder**

*Stonehearth Open Learning Opportunities* Conway, NH Winter 2005 to present

- Trained staff on canoeing and kayaking with groups of 8-14 year olds
- Instructed day camps and 7-day overnight programs consisting of kayaking/canoeing, caving, rock climbing, challenge course, primitive technology and whitewater rafting

### **Watersports Trainer and Lead Instructor:**

*Adventure Links* Paris, VA Summer 2002

- Trained staff on canoeing and kayaking with groups of 8-14 year olds
- Instructed day camps and 7-day overnight programs consisting of kayaking/canoeing, caving, rock climbing, challenge course, primitive technology and whitewater rafting

## **RELEVANT COURSEWORK**

### **Theory**

Philosophy and Methods of Outdoor Education  
 Leadership Practicum  
 Theory of Adventure Education  
 Outdoor Leadership  
 Organization and Administration of Outdoor Education

### **Skills Courses**

Traditional Lead Rock Climbing  
 Top Rope Rock Climbing  
 High Angle Rescue  
 Wilderness Navigation  
 Management of Challenge Courses

## **CERTIFICATIONS**

Wilderness First Responder Instructor (**SOLO**)  
 CPR-BLS Instructor (**AHA**)  
 Whitewater and Basic River Instructor (**ACA**)  
 Trained in EMT-B (needs re-cert)  
 Trained in W-EMT (**SOLO**) (needs re-cert)

## **MEMBERSHIPS**

USA Canoe and Kayak  
 American Canoe Association  
 American Whitewater Association  
 Professional Paddlesports Association  
 River Conservatory Project  
 Maine Island Trail Association  
 Association for Experiential Education

**Austin Birch**  
**Founder and VP of Finance, Adventure Links**

**EDUCATION**

Indiana University- BS Biology  
University of Rochester, NY  
Major: Comparative Religious Studies and Psychology  
Minor: Ancient Civilizations

**WORK EXPERIENCE**

**Adventure Links- Paris, Virginia**

**1997- Present**

**Vice President, Founder, and VP of Finance for Adventure Links**

- Financial tracking, reporting, analysis, and projections for company management and decisions
- Manager of intricate web client interface and tracking system for marketing and client information
- Network Administrator
- Data base development and management- able to execute Crystal Reports, php, and my sql
- Project management and oversight

**The Hill School- Middleburg, Virginia**

**1995-1998**

**Middle School Math and Computer Teacher**

**Wilderness Expeditions – Maine**

**1993**

**Whitewater Raft Guide**

**Birch Excavation**

**1986-1993**

**Accounts Manager**

- Managed all accounting, invoicing and record keeping for excavating company
- Performed excavation and project management

**CERTIFICATIONS and TRAININGS**

Top Rope Manager Trained  
Cave Rescue Certified  
ACA Whitewater Kayak Certified  
America Outdoors- Business Management Certified  
Wilderness First Responder- previously certified  
Swift Water Rescue- previously certified

**Shelby Boynton**  
**VP of Operations, Adventure Links**

**EDUCATION**

University of New Hampshire, Durham, NH  
BS, Kinesiology, Outdoor Education option with a double major in Psychology

**WORK EXPERIENCE**

*Adventure Links VP of Operations 2005- Current*

- **VP of Operations**, In charge of all logistics, office manager training and management, scheduling, coordination of events relating to programming at Adventure Links. Responsible for client relationships, ordering, reservations and coordination of a variety of programming demands.

*Eastern Mountain Sports, Newington, NH Fall of 2003 to 2005*

- **Store Operations Supervisor**; In charge of all products arriving at the store, keying in inventory, filing paperwork, communicating with vendors and processing shipment. Responsible for running the sales floor, dealing with customer appeasement issues, staff management, working with a budget and community outreach.

*Adventure Links, Paris, VA Summer of 2001 and 2002*

- **Assistant Director**; assisted in program preparation, trained staff on overnight expeditions and acted as a communicator between staff and director and owners.
- **Trip Leader**; instructed adventure activities such as kayaking, rock climbing, caving, primitive technology and challenge course for kids 8-14 yrs old on day and overnight expeditions.

*Indian Head Camp, Honesdale, PA Summer of 2000*

- **Challenge Course Specialist**; one member of a three-person team, who managed, facilitated and maintained a challenge course for over 300 participants.
- **Cabin Counselor**; lived with female participants ages 12-13 years old on a daily basis for three months as caretaker.

*Operation Venture Unlimited, Londonderry, NH Summer of 1999 and 2003*

- **Lead Instructor**; instructed all ropes course and rock climbing programs as well as created an original program manual.
- Assisted in challenge course facilitation.
- Built, maintained and safety checked a high element challenge course.
- **Assistant Instructor**; led 3 - 10 day bike tours around New England for kids ages 10-13.

**VOLUNTEER EXPERIENCE**

*Challenge Unlimited Andover, MA Fall of 2002*

- Assisted children with mental, emotional and physical disabilities while enrolled in an equestrian program.

*Operation Venture Londonderry, NH 1999-2003*

- Operated as a support staff for high school students on backpacking, rock climbing, challenge course and biking weekend experiences.

## **RELATED COURSE WORK**

- Philosophy and Methods of Outdoor Education
- Theory of Adventure Education
- Ropes Course Management
- Top Rope Rock Climbing
- Water Based Experiences
- Outdoor Leadership
- Practicum in Outdoor Education
- Winter Backpacking
- Counseling
- Family and Therapy
- Organization and Administration of Outdoor Education
- Backcountry Experience

**Scott Fairley**  
**Staff Director, Adventure Links**

**EDUCATION**

**University of New Hampshire** Durham, NH  
*BS, Kinesiology / Outdoor Education*  
Magna cum Laude, Honors in Major  
Minor in English

**WORK EXPERIENCE**

**Adventure Links, Paris VA**                      **May 2008-Present**  
*Staff Director*

- Train college age staff members to facilitate Adventure Links programming in the following outdoor pursuits:
  - Challenge Course (high and low elements) caving, rock-climbing, rappelling, kayaking, canoeing, rafting and primitive skills
- Provide structure for the continual professional development of staff members while they are working as Adventure Links Instructors
- Manage staff members: on program, during program preparation, during program clean up, during hourly administrative or facility work
- Recruit, interview and hire new staff members
- Develop Adventure Links curriculum and program opportunities

**The Carroll School, Lincoln, MA**                      **August 2006 – August 2007**

*Outdoor Teacher*

- Co-manager of empowerment based outdoor education program for 1<sup>st</sup> through 8<sup>th</sup> grade students with language based learning disabilities in a private school setting
- Facilitator of 4-6 classes per day, weekend adventure trips and a week-long expedition to Zion National Park, UT
- Developed a challenging, experiential, outdoor curriculum for 6<sup>th</sup> through 8<sup>th</sup> grade students to foster self-confidence, group work/problem solving skills and a positive relationship with the outdoors
- Utilized low and high ropes course elements, outdoor survival skills and outdoor pursuits such as backpacking, canoeing and rock climbing
- Weekend and week-long trip planning and logistics experience
- Updated program policies and procedures to industry standards
- Involved parents, classroom teachers and counselors regarding student development
- Budgeting experience
- Managed a High School Academic Intern

**Battenkill Canoe, Manchester, VT**                      **May - August 2006**  
*Canoe Guide*

- Lead Instructor of private canoe lessons and children's programs
- Assistant guide for 9 day class II/III whitewater expedition on Dumoine River, Quebec CA

**Flood Brook Elementary School, Londonderry, VT**                      **February-May 2006**  
*Paraprofessional*

- Assisted in daily behavior management programming for an autistic youth
- Reading tutor for third grade students with learning disabilities



**Aspen Achievement Academy, Loa, UT**  
*Academic Intern*

**October - December 2005**

- Instructed desert hiking and backcountry primitive living skills to high school age students with emotional and behavioral challenges
- Assisted in the delivery of outdoor, therapeutic and educational curriculum
- De-escalation and behavior management training

**Wildrivers Inc. Port Jervis, NJ**

**August - September 2005**

*Canoe Instructor/ Safety Boater*

**April 2006 and September 2007**

- Lead Instructor of canoeing and rafting skills to Private High School groups
- Ensured management of risk on class I and II whitewater

**Winnepesaukee Kayak, Wolfeboro, NH**

**May - August 2003**

*Lead kayak instructor*

- Instructor of basic through advanced kayak touring skills for all ages via day and overnight programs
- Instructor of basic whitewater kayaking programs to adults using ACA progression

**Adventure Links, Paris, VA**

**May-August 2002**

*Lead instructor*

- Instructor of day camp for ages 8-12. Activities included: caving, climbing, primitive skills, kayaking, canoeing and low-ropes course
- Co-led two, 14-day, teen expeditions for ages 13-16. Activities included: backpacking, caving, climbing and kayaking. (Summer 2002 West Virginia and 2003 North Carolina)

## **CERTIFICATIONS**

- Wilderness First Responder Certified
- Adult CPR Certified, American Heart Association
- ACA Moving Water Tandem Canoe Instructor

## **SKILLS BASED TRAINING**

- Backcountry Based Experiences (expedition backpacking)
- Water Based Experiences (canoe tripping)
- Top Rope Rock Climbing
- Winter Backpacking
- Challenge Course Management (high and low elements)
- Whitewater Canoeing
- Wilderness Navigation
- Alaskan Mountaineering (3 week expedition)
- Lead instructor for UNH Paddling Club teaching roll clinics and basic-intermediate whitewater skills
- Intern for White Pine primitive skills program of Cape Neddick, ME
- Teacher's Assistant for 10 day Backpacking course

## **THEORY AND EXPERIENTIAL TRAINING**

- Philosophy and Methods of Outdoor Education
- Outdoor Leadership
- Theory of Outdoor Education
- Organization and Administration of Outdoor Education
- Research Project (with Keith Russell): The Role of Expedition Lifestyle on a NOLS Experience

**Bethany Lowe**  
**Contract Program Director, Adventure Links**

**EDUCATION**

Whittemore School of Business, University of New Hampshire  
MBA  
University of New Hampshire  
BA, Studio Art with minor in Architecture

**WORK EXPERIENCE**

**Adventure Links                      2007-present**

Program Sales & Marketing  
Contract Program Director

- Design and develop custom adventure programming for schools, church groups, scout troops and other private groups
- Manage program logistics and implementation, from itineraries to paperwork and directions
- Investigate new customers while maintaining and proliferating current client relations
- Implement effective inquiry management systems, increasing professionalism and brand image
- Oversee direction of marketing efforts, including budget and timeline development, as well as analyzing the effectiveness of each segment
- Develop and maintain local and regional PPC campaigns in Google and Yahoo, including keyword development, ad writing, and web analytics utilizing software WebPosition 4 and Google Analytics
- Manage web site content and layout utilizing Dreamweaver software. Also focus on improving page rank by incorporating successful web strategies
- Manage print advertising, including company brochures, flyers, signs and newsletters. Responsible for design, ordering and distribution
- Manage merchandising, including ordering, new product generation, and sales promotion
- Develop customer service marketing, including email campaigns, outstanding customer follow-up, and aggressive sales tactics
- Facilitate high adventure day camps with children ages eight to seventeen, with activities including rock climbing, paddling, caving, team building, and survival skills

**University of New Hampshire Durham, NH                      2003-2007**

Hamel Recreation Center  
Supervisor

- Managed facility staff, supervised safety and enjoyment of all patrons, resolved customer issues
- Certified in American Red Cross CPR, First Aid and AED

Outdoor Adventure

Facilities Staff

- Worked to inform the campus community of Outdoor Adventure programs and events

**Saco Parks and Recreation Department Saco, ME                      1999-2005**

Assistant Head and Senior Counselor Roles – Summer Day Camp

- Designed program marketing booklet and pamphlet. Involved with pre-season planning for camp program serving 40-100 campers, ages 5-8 with staff of 10-15 counselors
- Assisted with organizing and leading weekly field trips

# APPENDIX C

## Profit & Loss Prev Year Comparison

January 2004 through December 2009

	Jan - Dec 04	Jan - Dec 05	Jan - Dec 06	Jan - Dec 07	Jan - Dec 08
<b>Ordinary Income/Expense</b>					
<b>Total Income</b>	589,898.24	703,980.44	784,839.82	731,035.77	898,870.95
<b>Cost of Goods Sold</b>					
5000 · COGS	185,027.91	201,189.24	296,144.35	322,945.49	393,319.46
<b>Total COGS</b>	185,027.91	201,189.24	296,144.35	322,945.49	393,319.46
<b>Gross Profit</b>	404,870.33	502,791.20	488,695.47	408,090.28	505,551.49
<b>Expense</b>					
6100 · ID Program Costs	505.20	1,749.03	960.10	7,996.30	9,438.35
6200 · OH Staffing Costs	89,325.94	109,657.85	98,285.01	57,750.42	52,600.33
6300 · OH Fleet Costs	47,058.44	65,029.33	82,164.03	79,394.20	92,888.80
6400 · OH Facility Cost	117,067.99	118,266.17	123,035.79	134,692.60	128,677.99
6700 · OH Marketing Costs	42,810.12	47,361.64	43,544.76	42,224.07	55,668.02
7000 · General and Administrative	44,095.20	77,844.75	52,785.71	65,640.12	102,591.70
<b>Total Expense</b>	340,862.89	419,908.77	400,775.40	387,697.71	441,865.19
<b>Net Ordinary Income</b>	64,007.44	82,882.43	87,920.07	20,392.57	63,686.30
<b>Other Income/Expense</b>					
<b>Other Income</b>					
8000 · Other Income	303.15	2,822.72	4,734.66	10,357.67	15,557.18
<b>Total Other Income</b>	303.15	2,822.72	4,734.66	10,357.67	15,557.18
<b>Other Expense</b>					
9000 · Other Expenses	52,777.47	56,142.57	75,447.48	90,440.75	46,585.90
<b>Total Other Expense</b>	52,777.47	56,142.57	75,447.48	90,440.75	46,585.90
<b>Net Other Income</b>	(52,474.32)	(53,319.85)	(70,712.82)	(80,083.08)	(31,028.72)
<b>Net Income</b>	11,533.12	29,562.58	17,207.25	(59,690.51)	32,657.58

# **APPENDIX D** **Estimated Operating Expenses**

	AL Only
	AL Only
Total Income	\$ 1,039,784
Cost of Goods Sold	
5000 · COGS	
Total 5100 · DProgr Exps	\$ 118,228
Total 5200 · D Staff Exps	\$ 187,797
Total 5300 · D Fleet Exps	\$ 9,164
Total COGS	\$ 315,189
Expense	
Total 6100 · ID Program Costs	\$ 10,525
Total 6200 · OH Staffing Costs	\$ 314,743
Total 6300 · OH Fleet Costs	\$ 94,766
Total 6400 · OH Facility Cost	\$ 124,221
Total 6700 · OH Marketing Costs	\$ 47,534
Total 7000 · General and Administrative	\$ 65,571
Total Expense	\$ 657,361
Other Expenses	
Total 9000 · Other Expenses	\$ 33,521
<b>Total Annual Operational Exp</b>	<b>\$ 1,006,070</b>

<b>2010 Operational Combined Expenses</b>	
\$	2,077,836
<b>AL and Hemlock</b>	
\$	232,751
\$	403,084
\$	16,993
\$	652,828
\$	21,505
\$	580,409
\$	115,968
\$	218,492
\$	101,463
\$	103,189
\$	<b>1,141,027</b>
\$	65,322
\$	<b>1,859,176</b>